

Center for International Studies

The Center for International Studies (CIS) at MIT is dedicated to generating the knowledge, skills, and leadership necessary to address an increasingly complex international political and economic environment. Drawing on MIT's strengths in science and engineering, CIS emphasizes the links between these fields and foreign affairs through its international internships for students in science and engineering (the MIT International Science and Technology Initiative programs), and through its research, much of which focuses on technical aspects of security studies. At CIS, we are also seeking new ways to bring the social sciences, in conjunction with emerging technologies, to bear on public policy. The quest for this new knowledge, along with a range of unresolved problems—from regional financial crises and nuclear confrontation in Asia to widespread ethnic conflict and structural poverty—are the main forces driving MIT to increase significantly its efforts in internationally oriented research and education.

Richard J. Samuels, Ford International professor of political science, continued as the center's director. Professor Stephen Van Evera remained in his role as associate director, and Dr. Carolyn Makinson continued as CIS's executive director.

CIS includes 160 members of the MIT faculty and staff, and visiting scholars from other institutions, many from abroad. It is organized into formal programs, working groups, and individual research projects. Programs engage in a broad range of research and training activities related to their substantive concerns. Multidisciplinary working groups bring faculty, research associates, and students together around shared interests. Faculty members and research staff also conduct their own research projects under the auspices of the center.

In 2002, CIS received two important gifts which have led to the establishment of new programs: a \$10 million endowment award from the C.V. Starr Foundation; and a gift of \$2 million from Robert Wilhelm to support the Wilhelm distinguished visitor program. These gifts have already enabled the development of two programs and the permanent establishment of a third program:

- *CIS Starr Forum.* Through its scholarly conferences and publications, CIS has long helped shape academic and public discourse on critical issues of world affairs. Its work has been especially influential in the academy and the policy community. In the past, however, broad public visibility was subordinated to academic and policy-related activities. The center has recently established a systematic program of outreach in the form of hosting the CIS Starr Forum to present research results and spirited debate to a wider national and international audience. Professor Van Evera directs the Starr Forum.
- *Wilhelm visiting fellowship in international studies.* Beginning in 2004, the center will house each year a distinguished visitor with extensive experience in government. While in residence at CIS, the Wilhelm visiting fellow will write and reflect on critical issues of international affairs, engaging the academic

community across the Institute. In February, we welcomed Professor Naomi Chazan, a former deputy speaker of the Israeli Knesset, as the first Wilhelm fellow.

- *Crisis simulation initiatives.* Since 1993, CIS and the Political Science Department have conducted unique political/economic simulation exercises examining the United States-Japan relationship and Asian security. In these exercises, teams of experts from academia, industry, and the press assemble to model, through role-playing, the development of political, economic, and security affairs in Asia over a 12-year period. Special attention is paid to security issues central to US interests. These efforts have demonstrated the value of political and economic simulations as tools for long-range strategic planning and have won significant notice in the US and Japan. Crisis simulations had not been held at the CIS for seven years due to lack of funds. The Starr endowment has ensured that CIS will be able to hold a crisis simulation every two years on a regular basis. The first Starr-supported simulation was held in May and tested the robustness of cooperation in a future East Asia where China was wealthy, the Korean peninsula was pacified, Japan was “normal,” and where the US was perceived as a threat to regional stability. A report on the results of the game can be found at <http://web.mit.edu/cis/sim.html>.

MIT Security Studies Program

The MIT Security Studies Program (SSP) is a policy research and teaching component of the Center for International Studies. It focuses on the security concerns of states. SSP has over 35 senior associates, including more than a dozen faculty members who devote essentially all of their professional attention to security issues. About half of the program’s faculty members are natural scientists and engineers and half are social scientists, thus giving the program a strong interdisciplinary flavor. Approximately 45 graduate students are affiliated with the program, almost all of whom are doctoral candidates in political science. In addition, more than 20 fellows are attached to SSP, including military officers from each of the armed services who receive war-college credit for time spent at MIT, scientists and engineers from several countries who work on missile defense and nuclear weapons issues, and several senior scholars and former government officials.

SSP hosted a conference in August 2003 titled *Army Experimentation and the Stryker Brigades: Supporting the Transition to the Objective Force*. The purpose of the conference was to better inform public discussions and debates about Army transformation. The conference identified important operational and technical innovations that will be central to the Army’s transition to the objective force.

In April 2004, SSP together with the University of Kentucky’s Patterson School of Diplomacy and International Commerce sponsored a conference on the state of diplomatic and military history. Two separate panels of historians and international relations scholars considered the state of military and diplomatic history and voiced frustration about the “widespread perception that diplomatic and military history are

being ignored in academia.” Future meetings will include government officials, program foundation officers, university administrators, and members of the media.

A series of special seminars under the title *America’s Wars in Afghanistan and Iraq: Plans, Problems and Prospect* was held in 2003–2004. Among the topics discussed were UN inspections in Iraq, planning the Iraq War, a discussion of the purported looting of Iraq’s cultural treasures, building security in Afghanistan, and causes and consequences of the US engagement in the Iraq War. This series brought together SSP faculty, MIT graduate students and faculty as well as academics from other Boston-area universities. The speakers included military personnel that have just returned from their assignments in Iraq and Afghanistan.

Program research is built around the interests of the faculty, the dissertations of the graduate students, and occasional commissioned projects. The research categories are best expressed in a listing of the program’s working groups—faculty-led research teams that focus on the same general topic. There are six such groups:

- Civil-Military Relations Working Group—led by professor Samuels and associate professors Chappell Lawson and Roger Petersen studies military/political linkage and the issue of civil control of the military in comparative perspective.
- Defense Technologies Working Group—directed by principal research scientist George Lewis, a physicist, and one of the program’s associate directors, and Professor Theodore Postol, a member of the MIT Science, Technology, and Society program and a nuclear engineer.
- Defense Politics Working Group—chaired by Professor Harvey Sapolsky and principal research scientist Owen Cote, associate director of the program, this group also examines civil/military inter-service relations.
- Future of the Defense Industries Working Group—chaired by Professor Sapolsky, focuses on life after the Cold War for defense contractors and arsenals in both Europe and the United States.
- NAVSEA Working Group—led by Professor Sapolsky, considers alternative processes for Department of Defense appropriations to encourage innovation and economy in the acquisition of naval systems.
- “Combating Terror: Prioritizing the Threats” Working Group—led by Dr. Geoff Forden, research associate, catalogs and prioritizes, based on the number of casualties and ease and likelihood of attack, various terrorist attacks that could potentially kill thousands of people.

The program publishes an annual report; a research journal, *Breakthroughs*; a seminar summary series, *SSP Seminars*; a monthly newsletter, *Early Warnings*; and a working paper series. All of these are distributed via the internet and a large mailing list. Several *Breakthroughs* articles have been reprinted by other publications and several working papers have been adopted for courses at other universities.

In 2004, SSP's Technology Group received a three-year, \$1.1 million grant from the John D. and Catherine T. MacArthur Foundation. In 2003, SSP received a one-year grant from NAVSEA and a smaller award from the Lincoln Laboratory.

MIT International Science and Technology Initiative

The MIT International Science and Technology Initiative (MISTI) creates and supports programs that promote the internationalization of education and research at MIT. During 2003–2004, about 180 students went abroad in MISTI's country programs in China, France, Germany, India, Italy, Japan, Mexico, and Singapore. Since 1983, more than 1,400 MIT students have been placed as interns in labs and offices from Beijing to Berlin.

The mandate of all the programs is to educate MIT scientists, managers, and engineers in the language and culture of the country before placing them in hands-on internship situations in the host country. MISTI participants emerge from their stays abroad with the capacity to build enduring professional relationships across national and cultural boundaries.

In particular, MISTI provides MIT students and faculty with the skills and opportunities to create new knowledge through:

- Intensive professional internships for culturally aware MIT students in companies, research laboratories, and universities around the world
- Support of MIT faculty for cross-border research collaborations
- Facilitating research opportunities for international students and postdoctoral visitors at MIT
- Providing MIT students with study-abroad opportunities at selected universities abroad
- Working with corporations, government, and non-governmental organizations to internationalize industry, education, and research

This year MISTI has initiated three new exciting programs: an OpenCourseWare project, the MIT Mexico Program, and a Humanities, Arts and Social Sciences (HASS) minor in applied international studies.

OpenCourseWare

MISTI has planned a new collaboration with MIT's OpenCourseWare (OCW) project that will help to extend access to OCW in developing countries that are trying to expand their higher education systems. In a carefully planned pilot program, a group of five MIT students will spend six weeks during the summer of 2004 at Qinghai University, recently designated as the key university for China's western provinces. They will divide their time between teaching a master class for Qinghai's top 60 undergraduate students and working with Qinghai professors to adapt course materials and problem sets to meet the local teaching needs. Separately, a China Educational Technology Initiative team of three students will work with faculty and students at the ZhuZhou

Institute of Technology in Hunan Province to explore ways to introduce OCW materials into the institute's curriculum. In time, the MIT-China Program/OCW initiative will expand to other sites in China, primarily in the hinterland provinces of Qinghai, Sichuan, Hebei, and Yunnan. Ultimately, the MIT-China Program hopes to create a community of teachers and learners from both MIT and host institutions in China whose goal would be to integrate course material provided by OCW into the specific academic context of Chinese universities.

MIT Mexico Program

Initiated by the Mexican Student Association on campus and supported in part by funds raised by the MIT Mexican Alumni Association with further support provided by the Mexican Council on Science and Technology (CONCAYT), the newly established MIT-Mexico Program will send its first four student interns to Mexico this summer. These interns will assist with technology transfer projects and will otherwise seek to add value to their host institutions. The overall aim of the MIT-Mexico Program will be to create closer ties between Mexican companies and institutions and MIT. Michael Piore, professor of economics and political science, will serve as director of the program.

HASS Minor in Applied International Studies

Working with faculty from across the Institute, the MISTI Program established this past year a new undergraduate interdisciplinary HASS minor in applied international studies. The aim of the new minor is to help prepare MIT undergraduates for professional careers in an increasingly global economy and international research environment. The new minor integrates cross-border learning into a student's course of study. The minor is based on three key principles: competency in a foreign language, awareness of fundamental global economic and political patterns, and hands-on experience abroad that is closely aligned with a student's educational background and career goals.

Program on Human Rights and Justice

Since January 2001, the MIT Program on Human Rights and Justice (PHRJ) has encouraged research and teaching in the service of an empirically grounded, culturally sensitive, and ethically responsible approach to human rights. By providing a forum for discussion and collaboration among faculty and students, serving as a resource to the community, and creating opportunities for real world experience through internships and applied research, PHRJ aims to demonstrate the relevance of a human rights framework not only to law and politics, but also to science, technology, business, and society. In the past year, the program has crossed disciplinary boundaries in the study of human rights by integrating scientific concerns into the seminar series, through which PHRJ sponsored or cosponsored 15 speakers. The annual conference, this year entitled *Human Rights and Technology*, featured a series of panel discussions and interactive workshops linking theory and practice of human rights. This summer, PHRJ is enabling seven MIT graduate and undergraduate students to undertake human rights-related internships at organizations in Brazil, Ghana, Egypt, India, Mexico, and the United States. For more detailed information on current research, related courses, the quarterly

journal, and working paper series as well as the PHRJ visiting fellows program, please visit <http://web.mit.edu/phrj/>.

The Inter-University Committee on International Migration

The Inter-University Committee on International Migration is chaired by MIT as a program of the CIS. Since its establishment in 1974, this interdisciplinary committee has been a focal point for migration and refugee studies at member institutions, which include Boston University, the Fletcher School of Law and Diplomacy, Harvard University, MIT, Tufts University, and Wellesley College. Activities of the Inter-University Committee are organized by a steering group whose MIT members include professors Nazli Choucri and Jerome Rothenberg, associate professor Melissa Nobles, visiting lecturer Anna Hardman, executive director Makinson, CIS research affiliates Robert E. B. Lucas, Karen Jacobsen, and Sharon Stanton Russell, who chairs the steering group.

A generous grant from the Andrew W. Mellon Foundation, renewed in June 2003, supports the activities of the committee, including a year-long migration seminar series held at MIT, publication and dissemination of the *Rosemarie Rogers Working Papers* and *Mellon Reports*, specialized workshops, maintenance of a website that promotes public awareness of resources in the Boston area and worldwide for the study and understanding of migration, and the Mellon-MIT Program on Non-Governmental Organization (NGOs) and Forced Migration.

The Mellon-MIT Program provides competitively awarded small grants for faculty, graduate students, and other scholars at member institutions of the Inter-University Committee. Grantees, in collaboration with NGOs, conduct applied field research on issues concerning refugees and internally displaced populations, largely in developing countries. During the 2003–2004 academic year, seven grantees gave presentations, one of which was cosponsored by MIT's Women's Studies program. Of the eight *Rosemarie Rogers Working Papers* published in 2003–2004, three were by MIT-affiliated grantees of the Mellon-MIT Program.

There were 10 speakers in the committee's 2003–2004 migration seminar series. Three seminars focused on migration issues in Africa. CIS research affiliates Lucas and Jacobsen each gave seminars on their research in progress.

The Inter-University Initiative on Humanitarian Studies and Field Practice

The complex humanitarian emergencies that have characterized the period since the end of the Cold War have been accompanied by increasingly important roles for non-governmental organizations and international agencies in the provision of humanitarian assistance. In recognition of the need for well-trained personnel to provide leadership for humanitarian organizations, the Inter-University Initiative on Humanitarian Studies and Field Practice (HSI) was launched in 2001, as an outgrowth of the Mellon-MIT Program on NGOs and Forced Migration. HSI is an innovative program that permits graduate students at one of the partnering institutions (MIT, Harvard, and Tufts) to earn

a certificate in humanitarian studies while fulfilling the requirements of their respective degree-granting programs. The MIT contact for the HSI program is administrative assistant Amelia Graham (akgraham@mit.edu).

Political Economy and Technology Policy Program

Directed by associate professor Kenneth Oye, this CIS program applies theories and methods from the discipline of political economy to issues in science and technology policy. The program works closely with the MIT partners in the Technology and Policy Program, the Laboratory for Energy and the Environment, and the Science, Technology, and Society Program; with governments, nongovernmental organizations, and firms; and with academic partners at Cambridge University, the Stockholm School of Economics and Chalmers University of Technology in Sweden, the Swiss Federal Institutes of Technology, and the University of Tokyo. Visit <http://web.mit.edu/cis/petp.html> for further information on the program.

Program on Emerging Technologies

The Program on Emerging Technologies (PoET)—a collaborative effort between CIS, the School of Engineering, the School of Humanities, Arts, and Social Sciences, and the Engineering Systems Division—seeks to improve responses to emerging technologies by increasing understanding of the economic, security, environmental, and cultural implications of technological advances. It is funded by a \$2.97 million grant from the National Science Foundation (NSF) Integrated Graduate Research and Training (IGERT) program and a \$50,000 grant from the Cambridge-MIT Institute. Seven PhD students from the Engineering Systems Division's Technology, Management, and Policy Program, CIS, and the Science, Technology, and Society Program will begin PoET IGERT traineeships this fall. Visit <http://poet.mit.edu/> for more information.

The Uncertainty and Environmental Decision-Making Project

The Uncertainty and Environmental Decision-Making Project seeks to improve governmental and private sector responses to uncertainty, with emphasis on improving capacities for appraisal of scientific and technical knowledge in areas of controversy and for adaptation to emerging information after initial decisions are made.

The Regulation and the Management of Business Risk Research Group

The Regulation and the Management of Business Risk Research Group examines how public health, safety, and environmental regulations affect private risks associated with technology development, including financing, securing property rights, and building demand for processes and products.

The North-South Financial and Technology Transfers Project

The North-South Financial and Technology Transfers Project examines matches and mismatches between international transfers of technology and capital and local conditions defined in both technical and economic terms. Work is focused in areas such as China, Mexico City, and Costa Rica.

Israeli–Palestinian Initiative

Last year CIS launched a new initiative, the Israeli-Palestinian Forum at MIT, designed to contribute to peace between the two peoples in two states, and to the strengthening of democracy in these societies. The forum is intended to engage the academic community at MIT and in the region, and will respond to and nurture the efforts of Palestinians and Israelis as they generate constructive new ideas that contribute to peace and democracy. In the first instance, the CIS has supported a year-long seminar on cities in conflict that was led by associate professor of political sociology Diane Davis of the Department of Urban Studies and Planning (DUSP) and that involved faculty in DUSP and the Department of Political Science. This group concerned itself mainly with conditions in Jerusalem, and the long-term goal of their working group is to pave the way for an international competition to be launched in 2005 on the design of a shared and peaceful Jerusalem in 2050.

Crosscutting Working Groups

In addition to these formal programs, CIS research is conducted via crosscutting projects typically organized as working groups. Developed by the faculty and students around pressing international issues that do not fit neatly within functionally or regionally defined categories, several of these groups are structured to link the efforts of social science professionals with those of engineers and natural scientists on problems of academic and policy significance. Examples of active CIS working groups include:

- Cities in Conflict
- Civil-Military Relations
- “Combating Terror: Prioritizing the Threats”
- Defense Technologies
- Defense Politics
- Future of the Defense Industries
- NAVSEA
- Migration and Development

Seminar XXI—Outreach to the Washington Policy Community

The Center for International Studies operates an educational program, Seminar XXI, for senior military officers, government officials, and executives in non-governmental organizations in the national security policy community. The program provides future leaders of that community with analytic skills needed to understand other countries and foreign relations generally. Fellows learn to recognize the assumptions that underlie assessments of foreign societies presented to them as policymakers, and to explore policy issues critical to American interests through a variety of lenses. At each session, eminent speakers present alternative perspectives from which to understand a given country or problem. The fundamental criterion for choosing fellows is that they

currently hold, or are expected to hold, top posts in business, military, or government within the next three to five years. The program, now in its 19th year, has over 1,000 alumni. Professor Robert Art of Brandeis University and a senior fellow in the MIT Security Studies Program directs Seminar XXI and can be contacted at art@brandeis.edu.

Public Programs

During academic year 2004, the CIS's public programs initiative continued to expand its outreach to the MIT and greater Boston communities, most notably via the CIS Starr Forum series on international affairs, which this year focused on the Iraq war.

In keeping with its mandate to present varied points of view, the CIS Starr Forum examined the future of US policy in Iraq with a former member of the National Security Council and a leading expert on Shi'ite Islam; invited two members of congress, Mike Honda (D-CA) and Barney Frank (D-MA), to look at the issue of national security and civil liberties; included senior curators from Boston's Museum of Fine Arts in a discussion cosponsored by the center's Security Studies Program of the looting of the Iraq National Museum; and attracted an overflow audience during January's Independent Activities Period for a talk given by a controversial Iraqi exile. With these events, the center continued to play a leadership role on campus in the discussion of the war and its implications.



Massachusetts congressman Barney Frank speaking at a CIS Starr Forum on national security and civil liberties in November 2003. The other panelists (left to right) were Margie Yamamoto of the Japanese American Citizens League, Merrie Najimi of the Arab American Anti-Discrimination Committee, MIT associate professor of political science Kenneth Oye, and California congressman Mike Honda.

The CIS Starr Forum series also looked at the nexus between international affairs and science and technology. One forum—cosponsored with the International Students Office and the Kailath International Student Fund—sought to encourage global citizenship by featuring MIT graduate students and faculty in a discussion of the responsibilities of science and scientists in an age of terrorism. The event spurred discussions among faculty members about including this topic in MIT's curriculum.

Public Programs also continued to work with the Council on Foreign Relations (CFR), C-SPAN, the BBC, and National Public Radio (NPR) in planning AY05 events that can be broadcast on television and radio. A preelection forum on US foreign policy is tentatively planned with CFR and NPR for October 2005 and a collaboration with the BBC on forced labor is tentatively planned for May 2005.

This year saw the award of a five-year NSF grant for PoET. Public Programs assisted with the announcement of the NSF award as well as with the organization of a PoET symposium held in the spring. For more information, see <http://poet.mit.edu/>.

As part of its outreach efforts on behalf of the center, our public programs continued to welcome Boston-area high school students to its public forums and published two new volumes of the CIS newsletter, *précis*.

Public programs also played an important role in the launching of the center's redesigned website in September 2003, and in the second phase of reworking that followed. The new website, with its highlighting of center events and personnel, has led to a marked increase in requests for information about the center. A greatly expanded database of fellowship opportunities, organized in conjunction with the departments of Political Science and Urban Studies and Planning, has found its home on the CIS site, and is becoming a key resource for MIT students doing research on international topics.

Seminars, Colloquia, Workshops, and Conferences

In addition to the seminars and workshops listed above under specific programs, CIS has sponsored the following events:

- The Joint Faculty Seminar on Political Development (JOSPOD), founded in 1964, is cosponsored by CIS and the Harvard Weatherhead Center for International Affairs. Suspended in 1999, JOSPOD recommenced in 2001–2002.
- The Emile Bustani Middle East Seminar, founded in 1985, is a guest lecture series organized by history professor Philip Khoury, dean of the School of Humanities, Arts and Social Sciences. It focuses on issues of peace, conflict, and democratization in the Middle East and North Africa.

Grant Programs

CIS administers a variety of fellowships for social science doctoral students at MIT.

- The Mellon-MIT Inter-University Program on NGOs and Forced Migration provided nine grants this year to enable MIT faculty members and graduate students to undertake field research.
- This year, CIS awarded 14 summer grants to graduate students conducting dissertation research.
- CIS awarded two travel fellowships to enable graduate students to present their research at professional meetings.

In addition to these internal programs, CIS serves as the point of contact for four national competitions:

- Luce Foundation fellowships (also open to seniors, recent alumni, and junior faculty). This year Margaret Hiesinger from the MIT Program in Science, Technology, and Society was one of the 18 national fellowship awardees.
- National Security Education Program
- Carnegie Endowment for International Peace junior fellows program
- Consortium on Qualitative Research Methods

CIS also provided substantial support for graduate students from several departments through the MISTI internships, and through research assistantships and short-term work opportunities, in addition to the internships provided via MISTI and the MIT-Japan Program for undergraduates.

Publications

Books

Several faculty members CIS-affiliated published books this year.

- Professor Alice H. Amsden, *Beyond Late Development: Taiwan's Upgrading Policies* (MIT Press, 2003)
- Christian A. Herter and Professor Robert Art, *A Grand Strategy For America* (Cornell University Press, 2003).
- Raphael Dorman and Professor Suzanne Berger, *La Première Mondialisation: Leçons d'un Echec Oublié* (Seuil, 2003).
- Professor JoAnn Carmin with Stacy D. Van Deveer, *EU Enlargement and the Environment: Institutional Change and Environmental Policy in Central and Eastern Europe* (Routledge, 2004).
- Professor Davis, *Discipline and Development: Middle Classes and Prosperity in East Asia and Latin America* (Cambridge University Press, 2004).
- Professor Hugh Gusterson, *People of the Bomb: Portraits of America's Nuclear Complex* (University of Minnesota Press, 2004).
- Professor Kenneth Keniston with Deepak Kumar (eds.), *IT Experience in India: Bridging the Digital Divide* (Sage, 2004).
- Dean Khoury with Albert Hourani and Mary C. Wilson (eds.), *The Modern Middle East. New and Revised Edition* (Palgrave MacMillan, 2004).
- Professor Lawson with Jorge I. Domínguez (eds.), *Mexico's Pivotal Democratic Election: Candidates, Voters, and the Presidential Campaign of 2000* (Stanford University Press and Center for US-Mexican Studies, University of California at San Diego, 2003).
- Professor Bruce Mazlish, *Civilization and Its Contents* (Stanford University Press, 2004).
- Ford International assistant professor of law and development Balakrishnan Rajagopal, *International Law from Below: Development, Social Movements and Third World Resistance* (Cambridge University Press, 2003).
- Professor Jonathan Rodden, *Fiscal Decentralization and Challenge of Hard Budget Constraints* (MIT Press, 2003).

Articles

In addition to books, CIS affiliates published a large number of articles, working papers, and OpEd pieces on a wide range of international issues. We list below a selection of these publications.

- Professor Richard M. Locke, “Costruindo Confiança,” *Econômica* Vol. 3 No. 2, December 2003.
- Professor Barry R. Posen, “Command of the Commons: The Military Foundation of US Hegemony,” *International Security* Vol. 28 No. 1, Summer 2003.
- Professor Richard Samuels, “Politics, Security Policy, and Japan’s Cabinet Legislation Bureau: Who Elected These Guys, Anyway?” *Japan Policy Research Institute Working Paper No. 99*, March 2004.
- Professor Harvey M. Sapolsky, “Inventing Systems Integration,” in Andrea Prencipe and Andrew Davies (eds.), *The Business of Systems Integration* (Oxford University Press, 2003).
- Professor Judith Tendler, “Why Social Policy is Condemned to a Residual Category of Safety Nets, and What to Do About It,” in Thandika Mkandawire (ed.), *Social Policy in a Development Context* (Palgrave, 2004).
- Lecturer J. K. Wheatley with K. Carpenter, C. Compton, and E. Riddle, “A Guide to the Study of Southeast Asian Languages,” *Journal of Southeast Asian Language Teaching*, special issue, Vol. IX, December 2000.

Personnel

Several new administrative assistants were welcomed in 2003–2004, including Susan Frick, Phaedra McLaurin, and Amelia Graham. Daniela Reichert joined the MIT-Japan Program as program coordinator. Aditi Mitra became the program coordinator of the MIT-India Program. Sigrid Berka took a one-year leave from the MIT-Germany Program to join her husband in Paris for his sabbatical. Gracia McGovern served as the program coordinator for MIT-Germany in Sigrid’s absence. Serenella Sferza was promoted to codirector of the MIT-Italy Program. Anthony Duggins was promoted to systems analyst II. Naomi Chazan was appointed as the center’s first Robert Wilhelm fellow.

Magdalena Rieb was promoted to program coordinator of the Security Studies Program when Brandi Sladek assumed a part-time publications manager position for SSP. Research associate Geoffrey Forden returned from a year off, during which time he served with the United Nations as the chief of the multidisciplinary analysis section of UNMOVIC, the UN weapons of mass destruction inspection agency for Iraq. Research associate Allison Macfarlane also returned from a year off, during which she was an associate professor in the School of Earth and Atmospheric Sciences at Georgia Institute of Technology. One CIS staff member was among the nine recipients of this year’s Infinite Mile Awards, granted each year by the School of Humanities, Arts, and Social Sciences as part of MIT’s Rewards and Recognition Program. Dee Siddalls, administrative assistant to the CIS executive director, was given a Go-To Person Award.

CIS Affirmative Action Goals and Successes

The center seeks to guarantee equality of opportunity in employment and to increase the representation and participation of minorities and women in management, and in administrative and technical staff positions. To that end, we have adopted a rigorous search process for new positions, in which we post our job listings on websites that serve underrepresented populations, and seek the help of MIT Human Resources recruiters in identifying qualified applicants from underrepresented populations.

We have enjoyed great success in our efforts over the past year. Of the six promotions or new hires into salaried positions over the past year, five were women, one of whom was of Asian/Pacific Island ethnicity. The two women promoted have assumed leadership positions in their programs. Ensuring diversity in hiring is only the start. We also take pride in fostering cooperation and collegiality among the diverse members of our center.

Richard J. Samuels, Director

Stephen Van Evera, Associate Director

Carolyn Makinson, Executive Director

More information about the CIS can be found on the web at <http://web.mit.edu/cis/>.